

Headquarters U.S. Air Force

Integrity - Service - Excellence

Transformation^{ce} and The Case for Performance-Based Management



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Deputy Assistant Secretary
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Congratulations!

- **White House Closing the Circle Awards: AF Won 5 of 26!**
- **Federal Energy and Water Management Awards: AF Won Awards in 6 of 21 Categories!**
- **Dyess AFB wins Presidential Award for Leadership in Federal Energy Management!**
- **DoD Environmental Program Awards: AF Won 6 of 9!**
- **INRMP Successes at Beale, Travis, and more!**
- **DERA Cost-to-Complete reduced by \$600M!**
- **Reduction of ESOH risks in F-22 production and operation**
- ***Too many success stories to count.....***



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AF Managers are the best...

You deserve:

The best system to work in...

***Senior leadership that will fight
for your best ideas...***

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Policies that reward



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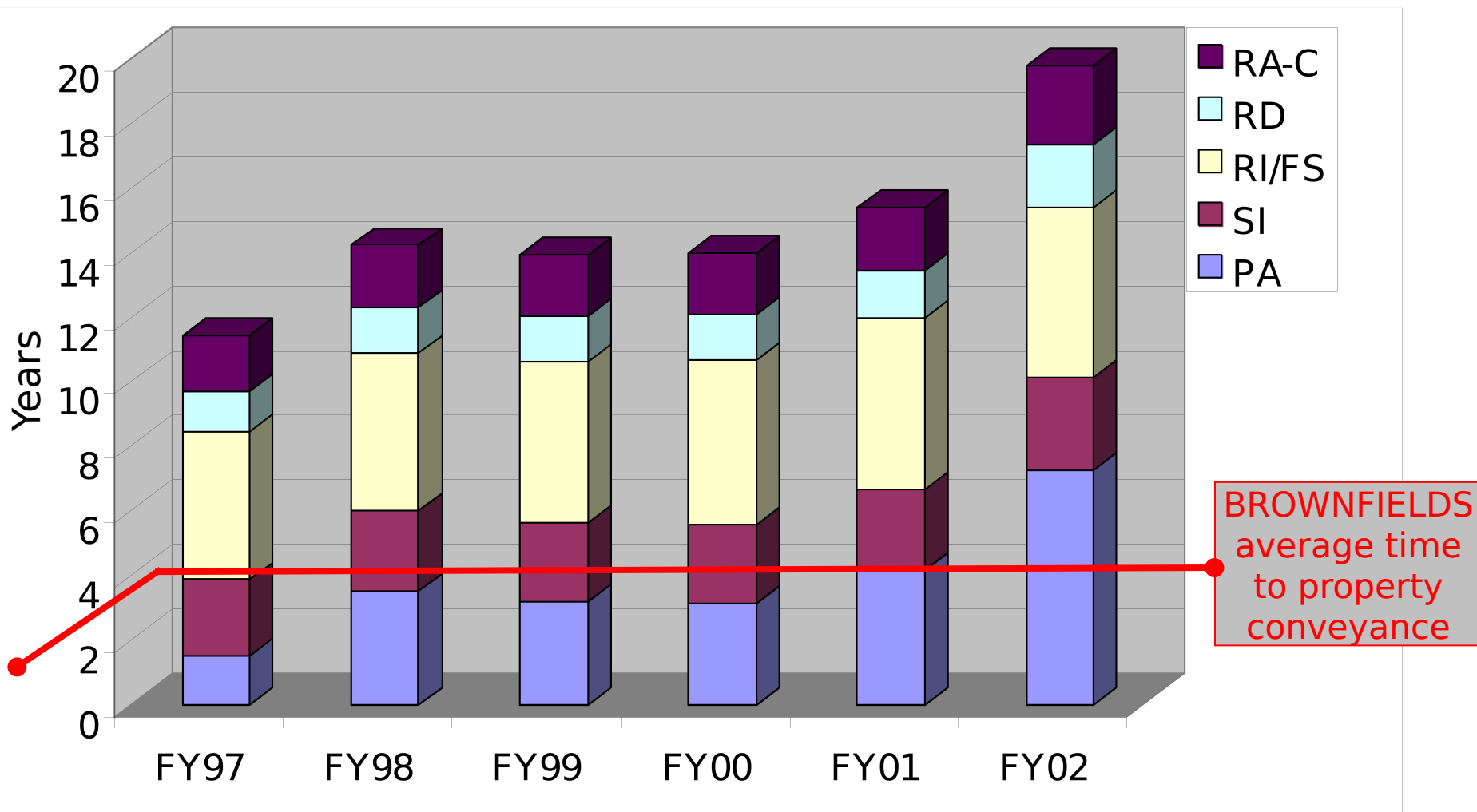
Challenges Remain

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Cumulative Cleanup Program Time Periods - All Services



Data Source: US Council of Mayors
2003 Brownfields
Study



Colorado Brownfield Law

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Goals

- Eliminate Impediments to sale or redevelopment of previously contaminated property
- Encourage and facilitate prompt cleanup activities
- Minimize administrative procedures and costs

Remediation Alternatives

- Based on actual risk to human health and the environment posed by contamination considering:
 - a) present or proposed use of the site
 - b) exposure from migration that exceeds promulgated standards or represents “unacceptable risk” to human health or the environment
 - c) risks associated with the alternatives themselves; economic and technical feasibility and reliability

Review of Plans:

- 45 days, no action = no approval



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The Paradox

- **DoD has spent \$\$Billions on Environmental Protection...**
- **DoD is a world leader in *improving* the environment...** (e.g. T&E Species, Conservation area preservation, etc.)
- **Our record of compliance with environmental regulations is superlative**



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The Paradox

However:

- **Encroachment** from environmental regulations **persists**
- The public fails to recognize DoD as a key force in environmental sustainment
- **DoD does not relate military readiness to encroachment** and environmental sustainment effectively enough



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The AF (and now OSD) Response:

Transformation to NIMEP

**1. Manage land/air/water assets as
“Natural Infrastructure”**

2. Goal: Operational Capability

NIMEP is Natural Infrastructure Planning & Encroachment
Prevention

*NIMEP is not ESOH-MIS, RCM, RVM; they are tools to assist in
NIMEP decision-making*



Transformation Policy Initiatives

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-
- | | |
|--|-----------------|
| ■ <i>AFPD 90-8 Environment, Safety & Occupational Health</i> | SIGNED |
| - AFI 90-801, ESOH Management System | In Coordination |
| - AFI 90-802, ESOH Committees | In Coordination |
-
- | | |
|--|-----------------|
| ■ <i>Transformation Flight Plan / APPG</i> | In Coordination |
|--|-----------------|
-
- | | |
|---|-------------|
| ■ <i>OSD Directives / BMMP / Domain Governance / SPG / JPG / I&E Strat Plan</i> | Draft Final |
|---|-------------|
-
- | | |
|---|--------|
| ■ <i>Policy Memo Performance-Based Records of Decision (RODs) for Land Use Control (LUC) Implementation</i> | SIGNED |
|---|--------|
-
- | | |
|--|--------------|
| ■ <i>Policy Memo Natural Infrastructure Management and Encroachment Prevention (NIMEP)</i> | Awaiting |
| ■ <i>Policy Memo 2004 AF Cleanup Program Policy</i> | Implementing |
| | Guidance |
-
- | | |
|--|-----------------|
| ■ <i>CERCLA Re-delegation of Authorities</i> | In Coordination |
|--|-----------------|
-
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Characterizing the “Natural Infrastructure”

Resource	Air	Water	Land
Operational Attribute*	•Airshed (emission carrying capacity) •Airspace •Airwaves (spectrum)	•Watershed (Supply, Quality, Discharge capacity) •Ecology	•Area •Ecology •Discharge Capacity
Asset**	•Emissions permit •Special Use Airspace •Frequency Allocations	•Water rights •Discharge Permit •Recharge capacity •Wetlands/Species	•Cantonement / Support Services •Buffer Zone •Training Areas •Material disposal capacity •Species Habitat

* - Analyze with Resource Capacity Model (RCM)

** - Analyze with Resource Valuation Model (RVM)

Tools for NI
Management



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Development of an Eco-Account at Ramstein AB

Before



After



Restoring to nature: ecological brook built west of Base

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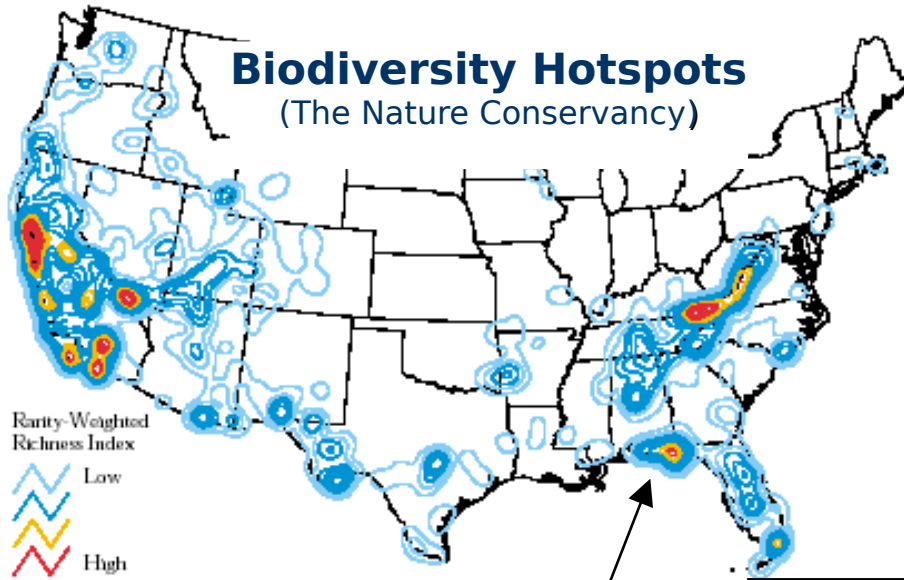
Development of an Eco-Account at Ramstein AB

Sample of an eco-account

impacts ("Negativa")						compensation measures ("Positiva")					concerned law
building project	number	sort	size (in ha)	eco-points	expected time	number	sort	size (in ha)	eco-points	expected time	
<u>parking lot X</u>	1.1	brook with Humid Meadows	3.0	-60	2005	1.1	brook with Humid Meadows	6.0	60	2005	FFH, BNatSchG
	1.2	mixed forests	1.5	-15	2005	1.2	mixed forests	1.5	15	2005	BWaldG
	1.3	birch fenwoods	1.0	-30	2005	1.3	birch fenwoods	3.0	30	2005	FFH, BWaldG, BNatSchG
<u>Ramp Y</u>	2.1	oak forests	4.0	-80	2006	2.1	oak forests	8.0	80	2004	BWaldG, BNatSchG
	2.2	reeds	0.5	-5	2006	2.2	reeds	0.5	5	2005	BNatSchG
<u>shelter Z</u>	3.1	coniferous forests	7.0	-70	2008	3.1	coniferous forests	7.0	70	2006	BWaldG
	3.2	dwarf shrub heathland	2.0	-40	2008	3.2	dwarf shrub heathland	4.0	40	2007	FFH, BNatSchG
	3.3	birch moors	1.0	-30	2008	3.3	birch moors	3.0	30	2008	FFH, BWaldG, BNatSchG
			20.0	-330				33.0	330		

Eglin Regional Setting

Biodiversity Hotspots (The Nature Conservancy)



**Significant
population
increases in
last five years**

Forests

Wetlands

**Barrier
Islands**

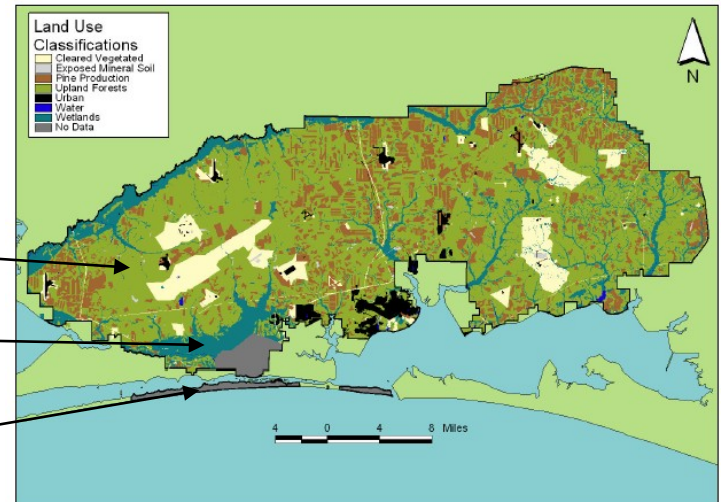


Figure 3-4

Selected Eglin Resources	Regional Context
Forests - 400,000 acres	72% of remaining old growth longleaf pine stands in world. 20-25% of remaining large tracks of longleaf pine
Wetlands - 64,299 acres	17% of wetlands in Santa Rosa, Okaloosa and Walton Counties
Barrier Islands - 16 miles	15% of remaining undeveloped coastal upland mileage in Florida Panhandle



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Eglin AFB Valuation Summary

Resource	Average Market Value for Goods	Average Non-Market Value	Total Annual Value	Total Capitalized Value	Total Notional Value
Barrier Islands	Mission Easement: \$1.53B (includes Storm Protection)	Storm Protection: \$22M	N/A	\$1.53B	N/A
Recreation	Permit Sales: \$208K/Yr	\$11M/Yr	\$11M/Yr	N/A	N/A
Forests	Timber Sales: \$1.2M/Yr (Timber Clearcut: \$492M) Carbon Seques: \$42.6M/Yr* Transfer. Dev. Right: \$1.08B	Biodiversity: \$26M/Yr NA NA	\$27.2M/Yr NA NA NA	N/A (\$492M) NA NA	NA NA \$42.6M/Yr \$1.08B
Selected Cultural, Historic Resources	\$370M Tax Credit: \$1.6M	N/A NA	N/A NA	\$370M NA	N/A \$1.6M
Air Shed Emission Rights*	\$2B/Yr	N/A	N/A	N/A	\$2B/Yr
Watershed Discharge Rights*	\$6.6M/Yr	N/A	N/A	N/A	\$6.6M/Yr
Wetlands/Riparia	N/A	\$187M/Yr	\$187M/Yr	N/A	N/A



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Andrews AFB Performance-Based Cleanup Program

■ **Andrews AFB:**

- 23 ERP sites (4 AOCs), 11 Petroleum sites (6 AOCs), 77 SWMUs
- NPL status; no FFA signed

■ **Performance-based Agreement offered in lieu of FFA**

■ **ASAF (SAF/IE) #1 goal for restoration program**

	Est. Time to RA-C	Est. Cost
Federal Facilities Agreement (Process-based)	10 yrs	\$76M
Performance-based Interagency Agreement	5 yrs	\$40M

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Where We're Going...

- **Preventing Encroachment**
- **Understanding the Relationship Between our Natural Infrastructure and the Military Mission**
- **Leveraging Investment and Value**
- **Efficient Program Execution**
 - **Performance-based**
 - **Knowledge-based**



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